

**STRATEGIC PLAN FOR THE
UTAH STATE LIBRARY
2005-2009**

Annual Action Plan for 2005-2006

D R A F T

Reviewed and Approved by the
Utah State Library Board
July 14, 2005

and by the

Utah Department of Community and Culture
August 00, 2005

**UTAH STATE LIBRARY
STRATEGIC PLAN: 2005 - 2009**

MISSION

The mission of the Utah State Library is
to develop, advance, and promote
library services and access to information.

VISION

The Utah State Library (USL) works to provide equal access to information and library resources to all Utah residents by providing

- leadership and partnership with the Department of Community and Culture (DCC), and other government entities, groups, and organizations that share common goals;
- library services for the blind and disabled;
- training and services for our customers—in their communities where they work and live—in the effective performance of their public responsibilities, and in the use of rich and diverse information technologies and resources;
- quality information resources to public library customers and state agencies via *Public PIONEER* (<http://pioneer.utah.gov>);
- funding and organizational support for public, academic, school, and special libraries in Utah;
- bookmobile service for Utah's rural residents.

The USL strives to keep its services relevant and effective by assessing needs, planning responses, and evaluating results in a dynamic cycle.

OBJECTIVES AND STRATEGIES

OBJECTIVE 1: *Develop information resources and services, and improve skills among Utah's library directors and staffs, board members, and government information providers.*

STRATEGY 1.1: Develop bibliographic access to library collections, promote sharing of library resources, and provide materials and services to customers of smaller public libraries and to persons with disabilities.

STRATEGY 1.2: Develop online information content and library collections.

STRATEGY 1.3: Improve access to Government Information.

STRATEGY 1.4: Provide training and consulting services for library directors and staffs, boards of directors, and state agency staff.

OBJECTIVE 2: *Advance library services and access to information for all of Utah's residents through funding, technology, outreach, partnerships, and by effectively administering the USL.*

STRATEGY 2.1: Advance through funding and administering library grants and the library standards required to qualify to receive them.

STRATEGY 2.2: Advance through the effective use of technology.

STRATEGY 2.3: Advance through outreach to librarians, trustees, and library customers.

STRATEGY 2.4: Advance through partnerships that optimize service capacity, budget, and staff resources.

STRATEGY 2.5: Advance through the effective administration of the USL.

OBJECTIVE 3: *Promote the services, activities, and value to the community of Utah's public, academic, school, and special libraries, the USL, and their partners from local, state, and federal governments.*

STRATEGY 3.1: Utilize the media (television and radio), newsletters (online and hardcopy), websites, annual reports and brochures to promote public awareness of, and commitment to, library services in Utah.

STRATEGY 3.2: Expand the available statistical resources used to plan, evaluate, and promote library services with government officials, and train librarians and trustees in the consistent and effective use of these

resources.

STRATEGY 3.3: Build and support effective organizational structures, relationships, and resources that can be used to better promote and advocate for library services statewide.

ACTION PLAN for 2005-2006

OBJECTIVE 1: Develop information resources and services, and improve skills among Utah's library directors and staffs, board members, and government information providers.

STRATEGY 1.1: Develop bibliographic access to library collections, promote sharing of library resources, and provide materials and services to customers of smaller public libraries and to persons with disabilities.

ACTION PLAN 2005-2006

- Task 1.1.1: Administer the CatExpress program providing cataloging assistance for smaller libraries and Rural Library Service (Bookmobiles).

Activity 1.1.1.1: Invoice libraries; provide training and technical assistance, compile statistics; survey users.

Activity 1.1.1.2: Add 4 Rural Library Service / Bookmobile units.

Team/Person responsible: Pat Montgomery (Team Leader), Linda Roholt.

Time frame: Ongoing

Outcomes/Impact: Quality Cataloging by public libraries and state agencies, making materials easier to find by users – Catalog records for selected bookmobiles and public libraries will be analyzed for consistency and quality.

- Task 1.1.2: Promote regional and statewide resource sharing through Lender Support Program, Provide ILL Services for smaller public libraries, promote Rural Services Interlibrary Loan awareness, and experimentation with the use of a Union Catalog for Rural Services (bookmobile). CONTINUE and include an effort to promote and increase resource sharing in Rural Services (bookmobile).

Activity 1.1.2.1: Administer and maintain KVK multi-catalog search in cooperation with University of Utah Marriott Library.

Activity 1.1.2.2: Administer Lender Support Program by compiling lending statistics, tracking lending contracts, and remitting funds to libraries.

Activity 1.1.2.3: Extend USL's Horizon / Dynix integrated library system functions to 3 Rural Library Service / Bookmobile units.

Activity 1.1.2.4: Promote increased use of ILL by Rural Library Service Bookmobile Units

Activity 1.1.2.5: Maintain a collection of materials to supplement the collections of smaller and medium-sized libraries; evaluate the current collection and develop strategies for significantly altering the collection and /or increasing its utilization.

Activity 1.1.2.6: Process InterLibrary Loan Requests from public libraries and state agencies.

Activity 1.1.2.7: Administer USL Catalog

Activity 1.1.2.8: complete inventory of the collection

Team/Person responsible: Craig Neilson (Team Leader), Betti Grow, Pat Montgomery, Ruthanne Hansen, Roxann Rose, Vince Silas.
Timeframe: On-going
Outcomes/Impact: Continued sharing of resources among multi-type libraries in Utah, increased ILL activity by USL Rural Library Service (Bookmobile)

- Task 1.1.3: Circulate library materials in special formats to Utah citizens who qualify for service (the blind, the visually impaired, the physically disabled, or those having learning disabilities such as dyslexia). (Currently Reported Statistics: Circulation in all formats to customers; Circulation /FTE Staff; Number of New Customers; Total Customers.)

Activity 1.1.3.1: Provide reader advisor service.

Activity 1.1.3.2: Process requests from customers.

Activity 1.1.3.3: Process in-coming and out going mail.

Activity 1.1.3.4: Maintain statistical information on the circulation of library resources and on customer population subgroups on a quarterly, semi-annual, and annual basis.

Team/Person responsible: Bessie Oakes (Team Leader), Mike Sweeney, Sarah Pitkin, Krista Griffiths, Judy Hunt, Lisa Nelson, Sharon Chalmers, Mary Percy, Milton Brienholt, Randy Carbuhn, Karma Clevenger, Judy Rice, Scott Brooks, Michael Brewer, Book Inspection Volunteers.
Time Frame: On-going
Outcomes/Impact: Customers will receive daily materials in special formats, i.e. Braille, recorded cassette, large print books, and descriptive videos.

- Task 1.1.4: Produce local materials in the Braille format and recorded format.

Activity 1.1.4.1: Produce books by local authors into Braille and recorded format.

Activity 1.1.4.2: Submit the electronic file to Library of Congress to be placed onto the web Braille site for access to all customers in that format. Submit cataloging information on both Braille and recorded books to the National Library Service for the Union catalog.

Activity 1.1.4.3: Produce all in-house materials for the customers in Braille and in large print.

Activity 1.1.4.4: Produce any materials from other government agencies, e.g. Utah Voter Pamphlet, in Braille or recorded format for the customer.

Activity 1.1.4.5: Maintain a record of the number of items and pages produced in Braille. Maintain records on the number of books recorded, number of copies and number of tapes used.

Team/Person responsible:	Jan Sonshine (Team Leader), Dennis Hall, Bessie Oakes, Proof-reading Volunteers. Scott Brooks (Team Leader), James Shulfer, Utah Department of Corrections staff and inmates, Bessie Oakes, State Library Volunteers.
Time Frame:	On-going
Outcomes/Impact:	Satisfied patrons

- Task 1.1.5: Establish a plan for the growth and expansion of the Braille collection in both the Utah Regional Library and the Multi-State Center West.

Activity 1.1.5.1: March 2006. Create enough open shelf space to accommodate one year's new Braille book growth in the short term and five or more years in the longer term.

Activity 1.1.5.2: Program Manager, librarians, and reader's advisors will evaluate weeding the collections, and reducing the number of copies of new books received. If it appears feasible, the collections will be weeded. Planning will be done November 2005-Janauary 2006, with weeding to begin in 2006. Note: This project could decrease the library's ability to take on additional state service contracts, and could affect service in providing titles requested immediately, especially as we contract with new states for Braille service.

Activity 1.1.5.3: Working with the State Library Director, the Director of the Division for the Blind and visually Impaired, and Department of Facilities and construction Management (DFCM), negotiate to acquire the floor space currently occupied by State Mail. Work with the Library of Congress National Library Service in assessing their need for space in the future for the new Digital Talking Book Machine. (Note: When the building was funded by the State Legislature, this space in the new building was designated for the Braille Center. However, the Library of Congress was not able to obtain congressional funding for the project at that time, and State Mail leased the space.)

Activity 1.1.5.4: Program Manager and librarians will explore and evaluate the use of Braille scanning software that could create an electronic copy of a Braille book slated for withdrawal from the collection. This electronic copy could then be used to produce a hard-copy Braille book upon demand.

Team/Person responsible:	Karnell Parry (Team Leader-MSCW), Mike Sweeney (Team Leader—Utah Regional Library), Bessie Oakes, Mike Brewer, Sarah Pitkin, Krista Gariffiths, Lisa Nelson, Judy Hunt, Volunteers.
Time Frame:	2006 as indicated
Outcomes/Impact:	1. Growth of the collection will be maintained with current levels of quality service to the

patrons of Utah, and all who contract with us.
2. New Books produced by the Library of Congress can be shelved upon receipt and made available to the Braille readers.

- Task 1.1.6: Digitize the recording program, both at the USL and the Department of Corrections, to coincide with the Library of Congress, National Library Service goals in digitization.

Activity 1.1.6.1: Obtain funds from the legislature, one-time money, to purchase equipment for the two studios, USL and Department of Corrections.

Activity 1.1.6.2: Work with Department of Information Technology Services staff in the purchase of hardware and software.

Activity 1.1.6.3: Work with the Utah Department of Corrections (UDC) and Utah Department of Facilities Construction and Management (DFCM) for the State Library in the wiring and installation of the new hardware and software.

Activity 1.1.6.4: Provide leadership on the Library of Congress, National Library Service's Digital Long-Term Planning Group.

Team/Person responsible:	Scott Brooks (Team Leader), James Shulfer, Bessie Oakes, Sharon Chalmers, Donna Jones Morris, Mike Sweeney, Sarah Pitkin, Krista Griffith, Volunteer Book Narrators, Volunteer Book Reviewers, and Volunteer Radio Reading Service Readers.
Time Frame:	2005-2006
Outcomes/Impact:	Both studios will have digitized equipment and all books will be recorded on the new format. When Library of Congress makes its transition, the USL will also be able to produce material in the new format.

- Task 1.1.7: Expand the programming of the Radio Reading Service to a 24/7, by expanding the length of the broadcast day and adding new programs, which will meet the needs of the patrons with input from the Consumer Advisory Committee. Stream the radio program onto the Library for the Blind and Disabled website.

Activity 1.1.7.1: On an on-going basis, research what materials are available for expanding the broadcasting to a 24/7 schedule.

Activity 1.1.7.2: On an on-going basis, work with the Consumer Advisory Committee. Staff will develop programs that will expand information on the Radio Reading Service, with very little repeats of programs, such as children's programming.

Activity 1.1.7.3: (March 2006) Team will work with the web staff in streaming the Radio Reading program onto the website.

Activity 1.1.7.4: (May 2006) Conduct periodic, random survey of user, either on paper or by phone, to ensure materials are of a needed nature.

Activity 1.1.7.5: Partner with the Division of Services for the Blind and visually Impaired (DSBVI) in providing an alternative format of accessing newspapers through the National Federation for the Blind Newline, for those customers desiring a more comprehensive reading of the paper.

Team/Person responsible:	Dennis Hall (Team Leader), Mike Sweeney, James Shulfer, Michael Smith, Michael Brown.
Time Frame:	2005-2006.
Outcomes/Impact:	Current information not now accessible to patrons will be on the Radio Reading Service, including new book titles and current events. Streaming the Radio Reading onto the website will allow outlying patrons who have Internet computers to access the Radio Reading Service news.

STRATEGY 1.2: Support the efforts of Public Libraries to provide reference services and satisfy the information needs of their patrons / customers.

ACTION PLAN 2005-2006

- Task 1.2.1: Operate and administer *Public PIONEER*, providing access to databases containing information not found on the “free” Internet to public library customers and state agencies. Cooperate with other State entities (Utah Education Network, Utah Academic Library Consortium, Utah State Office of Education) to provide these services.

Activity 1.2.1.1: Negotiate and update *Public PIONEER* database contracts.

Activity 1.2.1.2: Hold at least two *Public PIONEER* Committee Meetings.

Activity 1.2.1.3: Track Database usage. Increase database usage in those libraries showing little or no use. Increase *Public PIONEER* usage by Rural Services Libraries / Bookmobiles)

Activity 1.2.1.4: Develop an easier way for residents across the state to gain access to the *Public PIONEER* databases through the development of improved authentication procedures

Team / Person Responsible:	Craig Neilson (Team Leader), Pat Montgomery, Pam Barringer, Ruthanne Hansen, Michael Brown.
Timeframe:	Ongoing
Outcome:	90% of Public Library staff will be aware of the services offered by <i>Public PIONEER</i> ; 70% of Public libraries will actively promote <i>Public PIONEER</i> ; Bookmobile usage will increase 20%.

- Task 1.2.2: Assist the Utah Division of Information Technology Services (ITS) in the development and management of content for the state search engine.

Activity 1.2.2.1: Consulting with ITS Search Engine Development Team

Activity 1.2.2.2: As a Business User of the new search engine, ensure that items of interest to our Division are included

Activity 1.2.2.3: Maintain Live Help and Reference Links on State Search engine and at other points on the State Site.

Team/Person responsible:	Ray Matthews / Pat Montgomery (Co-Team Leaders), Michael Brown, Craig Neilson, Linda Roholt.
Timeframe:	On-going.
Outcomes/Impact:	Increase the number of public patrons accessing the government page on <i>Public PIONEER</i> by 15% (calendar 2003 base was 9,064)

STRATEGY 1.3: Improve access to Government Information.

ACTION PLAN 2005-2006

- Task 1.3.1: Develop a self-archiving online repository for Utah government agencies to provide permanent public access to Utah government digital publications.
 - Activity 1.3.1.1: Select and Implement a remotely hosted solution
 - Activity 1.3.1.2: Create Publications.utah.gov as a portal to Utah Government publications and information.
 - Activity 1.3.1.3: Develop agency participation guidelines and identify contacts in agencies to provide a “pipeline” for moving digital publications into the archive.
 - Activity 1.3.1.4: Propose a revision to Utah Code to reflect increased importance of electronic publications.

Team / Person Responsible:	Ray Matthews (Team Leader), Pat Montgomery, Craig Neilson, Linda Roholt, Ruthanne Hansen
Time Frame:	March 2006
Outcome:	300 state publications will be archived and accessible

- Task 1.3.2: Integrate the current State Publication Depository Program into the digital archiving effort (see 1.3.1).
 - Activity 1.3.2.1: Investigate the potential for alternative methods of distribution of publications and the evolution of state depository libraries.

Activity 1.3.2.2: Acquire and distribute printed state publication; provide web access.

Team / Person Responsible: Ray Matthews (Team Leader), Pat Montgomery, Craig Neilson, Linda Roholt.
Time Frame: March 2006
Outcome: Increased use of state publications (statistics); satisfaction of State Depository librarians with the new integration –survey.

- TASK 1.3.3: Serve as a resource for finding government information for the public.

Activity 1.3.3.1: Respond to LiveChat and email reference questions received via the state search engine, *Public PIONEER* and the Division website.

Activity 1.3.3.2: Develop and improve the response time and system of responding to these requests.

Activity 1.3.3.3: Build reference by collectively sharing helpful URL's and contributing to a searchable database of FAQ's.

Time/ Person Responsible: Craig Neilson (Team Leader), Ray Matthews, Pat Montgomery, Linda Roholt, Pam Barringer, others as needed.
Time Frame: March 2006
Outcome: Users will express satisfaction with information obtained from our service.

- Task 1.3.4: Partner with Utah's state and local governments to provide improved access to Utah government information.
 - Activity 1.3.4.1: Consult with State Archives regarding the "Capturing Electronic Publications Project."
 - Activity 1.3.4.2: Train State Agencies on how to better provide their information to the public via the web.
 - Activity 1.3.4.3: Train state agencies to prepare and submit state publications to digital publications repository.
 - Activity 1.3.4.4: Partner with Salt Lake County Archives & Records and Utah State Archives to allow them to participate in this portal.

Team / Person Responsible: Ray Matthews (Team Leader), Craig Neilson, Linda Roholt.
Time Frame: March 2006
Outcome: Users will express satisfaction with information obtained from our service.

STRATEGY 1.4: Provide training and consulting services for library directors and staffs, boards of directors, and state agencies.

- Task 1.4.1: Provide specialized training for new library staff, and new library directors.
 - Activity 1.4.1.1: Offer two training sessions annually as part of the UPLIFT program for library staff
 - Activity 1.4.1.2: Develop, promote, and provide at least 2 training sessions per month related to *Public PIONEER*.
 - Activity 1.4.1.3: Develop, promote, and provide at least 1 training session every other month for state agencies related to making government information more accessible.
 - Activity 1.4.1.4: Provide at least 3 *Public PIONEER* Festivals across the state to familiarize public, school, and other interested librarians with *Public PIONEER* resources.
 - Activity 1.4.1.5: Provide training / orientation for new library directors.
 - Activity 1.4.1.6: Provide Continuing Education Grants to enable members of the library community to participate in library-related training activities.

- Task 1.4.2: Provide specialized training for library board members.

- Activity 1.4.2.1: Create a new Trustee Manual.
- Activity 1.4.2.2: Collect, post to the division's website, and publicize information on topics of importance to librarians and trustees, such as library building projects, political advocacy, and fund-raising campaigns.
- Activity 1.4.2.3: Complete new library website RSS subscription service for boards.

Team/Person responsible:

Pat Montgomery (Team Leader), Ray Mathews, Craig Neilson, Pamela Barringer, Michael Brown, K.C. Benedict, Jeri Openshaw, Donna Jones Morris, and other staff.

Time Frame:

On-going

Outcomes/Impact:

Meetings with local librarians will reveal that public librarians and trustees are better informed, and that there is a 25% increase in the number of subscribers to the Utah and National Library News feed found on the USL's website.
Skill sets of attendees will be improved, reflected in post training surveys

- Task 1.4.3: Provide comprehensive consulting and training services for Utah's public libraries; provide training in all aspects of library service for Rural Library Services (Bookmobiles); provide news and information helpful to the library community.

Activity 1.4.3.1: Prepare and implement data management, project management, and statistics systems to support consulting activity.

Activity 1.4.3.2: Consultants will personally visit each of their libraries at least twice during the year.

Activity 1.4.3.3: Consultants will meet monthly (periodically) to discuss issues arising from contact with libraries, and to learn and share information about library issues and USL resources and help USL respond plan for the future.

Activity 1.4.3.4: Develop profiles of Public Library activity and gather input from Public Libraries about the services, role, and future direction of USL.

Team / Person Responsible:	Pat Montgomery, Craig Neilson, Douglas Abrams (Co – Team Leaders), all professional Staff.
Time Frame:	On-going
Outcome:	Promotion and increased use of USL services; creation and maintenance of good will with public library staffs and boards; improved understanding of problems, concerns, and opportunities of Utah's public libraries; better statistical data; provide data for USL to strengthen its position and gain support from government and department officials.

OBJECTIVE 2: *Advance library services and access to information for all of Utah's residents through funding, technology, outreach, partnerships, and by effectively administering the USL.*

STRATEGY 2.1: Advance through funding and administering library grants and the library standards required to qualify to receive them.

ACTION PLAN 2005-2006

- Task 2.1.1: Provide and administer state and federal grants to school, academic, and public libraries within Utah, encouraging partnerships among libraries and other organizations serving the public, both within and outside of Utah.
 - Activity 2.1.1.1: On-going: All members of the team will keep abreast of and comply with state and federal grant guidelines.
 - Activity 2.1.1.2: On-going: Administer the fourth year of the Five-Year LSTA Plan; assure accountability for expenditures to grantees; meet reporting requirements, and all other federal and state requirements. Conduct semi-annual program/grant writing and grant administration workshops.
 - Activity 2.1.1.3: Collaborate in comprehensive needs assessment survey through the USL's Consulting Program on the administration and impact of the LSTA Competitive Grants Program and the Public Library Development Grant Program.
 - Activity 2.1.1.4: Work with the USL Financial Manager to review, revise, and develop an efficient accounting structure, audit practices, and reporting strategies for federal and state grant dollars.
 - Activity 2.1.1.5: Investigate evaluation process for the Five-Year LSTA Program Evaluation. Identify various approaches, in-house and/or contract consultants to design the most effective method to analyze the impact of

LSTA funds on Utah libraries.

Activity 2.1.1.6: Develop preliminary goals and objectives for the third LSTA Five-Year Plan, 2008-2012.

Activity 2.1.1.7: On-going: Administer the 2006 Public Library Development Grants. Automate the reporting procedure for Public Library Development Grants to facilitate the compilation of grant uses and reporting back to the Legislature.

Activity 2.1.1.8: Reassess the formula for distributing Public Library Development Grants, making it clearer and simpler. Explore possibility of creating multi-tiered Grant system to reward libraries that do an outstanding job in serving their community; clarify the Development Grant and its relation to the Rural Library Service / Bookmobile system.

Team/Person responsible:	Jane Smith (Team Leader), Donna Jones Morris, Douglas Abrams, Béla Vastag.
Time frame:	LSTA workshops: January / April / September Needs Assessment Survey: By June 2006 Grant Accounting & Financial Review Process: By June 2006. LSTA Program Evaluation: Begin implementation in April 2006 for completion in April 2007. Five-Year Plan, 2008-2012: Begin process in June 2006 for completion by July 2007. PLDG Program: June 2006/Accounting Plan: June 2006 Automate Public Library Development Grant Reporting procedures: by June 2006 Develop criteria to allocate new state funds to public libraries: By January 2006
Outcomes:	<ol style="list-style-type: none">1. Sixty percent of project directors attending grant workshops will indicate on evaluations an increased understanding of the grant process to successfully qualify and receive grant dollars.2. Sixty percent of grant workshop evaluation responses will indicate increased understanding about grant accountability including the need to comply with all financial and reporting deadlines.3. At least ninety-five percent of grant recipients will successfully and by the stated deadlines meet all reporting requirements for federal and state grant programs.4. A significant impact of grants from at least ten libraries will be identified and reported.5. Ninety percent of library directors receiving Public Library Development Grants will expend funding according to the grant guidelines.

- Task 2.1.2: Develop enhanced certification standards that challenge libraries to improve services to their customers, and thereby earn financial rewards through achievement grants.

Activity 2.1.2.1: Create task force, including librarians from libraries of all sizes that not only meet existing standards, but excel in library services.

Activity 2.1.2.2: Establish a philosophy for library standards and using the Task Force develop new guidelines. Develop a process to freshly look at the certification process (criteria to describe service levels); develop a process that incorporates incentives to improve and that challenges libraries to better serve their customers.

Activity 2.1.2.3: Review existing Standards compared to new guidelines.

Activity 2.1.2.4: Develop enhanced standards and service levels; make suggestions for reward system for meeting advanced services.

Activity 2.1.2.5: Rewrite Standards, publish, and then distribute to all libraries and library boards. Be prepared to defend and provide guidance to library staff and boards on the need to improve service levels.

Activity 2.1.2.6: Develop a comprehensive tracking system to report on training, grants, onsite library consultations, statistics, and funding. (See Activity 1.4.2.1).

Team/Person responsible:	Pat Montgomery (Team Leader), Donna Jones Morris, Craig Neilson, Douglas Abrams.
Time frame:	June 2006
Outcomes/Impact:	Complete the development of criteria combining a set of skills and mix of services to reflect current professional priorities and dynamic services that meet specific community needs. Improve library service throughout the State by giving libraries new goals to work toward attaining in the new Standards.

- Task 2.1.3: Provide libraries with information about other grant opportunities, and training in applying for and partnering to receive grants.

Activity 2.1.3.1: On an on-going basis, revise and update the Grant Resources website

Activity 2.1.3.2: On an on-going basis, publicize other grant opportunities in *Directions for Utah Libraries*, on the ULN List, and other communication means.

Team/Person responsible:	Jane Smith (Team Leader), Douglas Abrams.
Time frame:	June 2006
Outcomes/Impact:	Library directors will have access and increased knowledge of current grant opportunities with non-profit, corporate, or private foundations.

STRATEGY 2.2: Advance through the effective use of technology.

ACTION PLAN 2005-2006

- Task 2.2.1: Develop a system of technology support that provides inspiration, assistance, and troubleshooting through collaboration with other libraries.
Activity 2.2.1.1: Provide financial incentives, assistance, organization, and facilitation to other libraries for the development of pilot technology projects that will improve library services.
Activity 2.2.1.2: Provide financial incentives to libraries to establish professional technology maintenance.
Activity 2.2.1.3: Ongoing: Provide technology consulting expertise to libraries in the operation, use, and maintenance of adaptive technology (JAWS, Zoomtext, etc.).

Team/Person responsible:	Craig Neilson, Michael Brown, Pam Barringer, Lisa Nelson.
Time Frame:	June 2006
Outcomes/Impact:	Librarians will be better prepared to work with and add new technologies to assist them in their library service program, as revealed by in-person USL consultant-librarian discussions.

- Task 2.2.2: Use technology to effectively provide and efficiently distribute diverse continuing education and training opportunities over the Internet for library service providers and library trustees.

Activity 2.2.2.1: Utilize technology to provide distance training via the web.
Activity 2.2.2.2: Develop online training utilizing mpg development software streaming video, and / or Macromedia Flash.
Activity 2.2.2.3: Develop video training modules: Home access to databases, how to do a grant application, how to use ILL and the catalog.

Team/Person responsible:	Michael Brown (Team Leader), Craig Neilson, Jeri Openshaw, K.C. Benedict, Betti Grow, Ruthanne Hansen, Donna Jones Morris.
Time frame:	April 2006
Outcomes/Impact:	Users of the video training modules will report satisfaction with their ability to utilize the training presented in the modules.

STRATEGY 2.3: Advance through outreach to Utah's children, and Spanish-speaking communities.

ACTION PLAN 2005-2006

- Task 2.3.1: Through effective outreach, organize and provide more comprehensive support for children / youth / family library service programs in Utah libraries.

Activity 2.3.1.1: With Utah's public libraries, develop and support a statewide summer reading program.

Activity 2.3.1.2: Partner with other Utah public libraries through *Utah Kids Ready to Read!* to provide state-level resources, and regional "train-the-trainer" workshops in the principles of emergent literacy to librarians, library staff members, library board members, library story tellers, and other community resource people.

Activity 2.3.1.3: Partner with staff of the Utah Juvenile Justice Services in helping to organize "library-reading" services for the residents of Utah's youth correctional facilities.

Activity 2.3.1.4: For customers of the Library for the Blind and Disabled develop programs for children, teenagers, and young adults with visual or physical disabilities, in addition to summer reading programs, that will help maintain these readers as life-long patrons of the library.

Activity 2.3.1.5: Working with the State Summer Reading Program, modify the program for customers (ages 6-12).

Activity 2.3.1.6: Develop a separate program for customers aged 13-18 years.

Activity 2.3.1.7: Develop an on-going program for the upper (young adult) age group that will encourage them to become a life-long customer of the library.

Team/Person responsible:	Sarah Pitkin (Team Leader), Bessie Oakes, Jan Sonshine, Douglas Abrams, Volunteers.
Time Frame:	On-going annual activities, with reporting in November of each year.
Outcomes/Impact:	The library will be able to maintain these users as lifelong customers of the program.

- Task 2.3.2: Provide training and tools to help libraries serve a growing Latino clientele.

Activity 2.3.2.1: Complete of the second year of the Spanish Language outreach project, providing collections, training, and marketing for an additional four to six public libraries.

Activity 2.3.2.2: On an on-going basis, maintain and update *Public PIONEER en español* web pages to complement the Spanish language outreach program.

Activity 2.3.2.3: Collaborate with the Director of the Office of Hispanic Affairs in promoting expanded library services to the Spanish-speaking residents of Utah.

Team/Person responsible:	Jane Smith (Team Leader), Craig Neilson, Jeri Openshaw, Michael Brown.
Time frame:	June 2006

Outcomes/Impact: 90% of pilot libraries will report success in reaching their Spanish-speaking communities.

- Task 2.3.4: Establish and maintain an accessible website for the blind and disabled customers with information that is useful and timely, and that gives access to the catalogs for the libraries for the blind.

Activity 2.3.4.1: Continue to update information on an on-going basis, materials either on a short-term or long-term which will be useful for the customer.

Activity 2.3.4.2: Monitor and track usage for areas using software for tracking.

Team/Person responsible: Sarah Pitkin (Team Leader), Julie Jones, Jeri Openshaw.

Time Frame: Website (<http://blindlibrary.utah.gov>) has been established.

Outcomes/Impact: Website will be accessible for the blind and visually impaired community, with current updated information.

STRATEGY 2.4: Advance through partnerships that optimize service capacity, budget, and staff resources.

ACTION PLAN 2005-2006

- Task 2.4.1: Provide library services to Utah's rural areas in cooperation with local county governments. (Other aspects of Bookmobiles (training, cataloging, interlibrary loan, etc.) have been sprinkled under the appropriate items.)

Activities: Division Staff

Activity 2.4.1.1: Provide training for bookmobile staff (28 employees).

Activity 2.4.1.2: Work with business office to create and review bookmobile budgets and to process invoices.

Activity 2.4.1.3: Evaluates service and provide direction.

Activity 2.4.1.5: Revise/rewrite bookmobile policy and procedure manual.

Activity 2.4.1.6: Write job expectations for bookmobile supervisors.

Activity 2.4.1.7: Plan bookmobile presence on the USL web page.

Activity 2.4.1.8: Construct two new bookmobiles annually.

Activity 2.4.1.9: Identify a tool to evaluate bookmobile libraries.

Activity 2.4.1.10: Identify a tool to evaluate workflow.

Team/Person responsible: K.C. Benedict (Team Leader), Doug Gould, Louis Reinwand, Donna Jones Morris.

Time frame: 2006 and beyond.

Outcomes/Impact: 2.4.1.1: Bookmobile Librarians know principles of vehicle safety, analyze, weed and select items for

their libraries using principles of collection development.

2.4.1.2: Division staff work with business office to create and review bookmobile budget and process invoices.

2.4.1.3: Division staff identify a tool to evaluate bookmobile libraries.

2.4.1.4: Division staff identify bookmobile personnel attitudes, behavior, and evaluate workflow.

2.4.1.5: Division staff list and identify policy to include in bookmobile staff manual.

2.4.1.6: Division staff understand job expectations for Utah State Library bookmobile supervisors.

2.4.1.7: Two new bookmobiles are in service

Activities: Bookmobile Staff

Activity 2.4.1.11: Present bookmobile budget to library board and commission.

Activity 2.4.1.12: Select a collection that people want.

Activity 2.4.1.13: According to county library board policy, support school and public libraries.

Activity 2.4.1.14: Provide service to the underserved.

Activity 2.4.1.15: Evaluate bookmobile service.

Activity 2.4.1.16: Examine workflow for improvements.

Team/Person responsible:

Arlyn Proctor, Barbara Millward, Brad Rhodes, Sharon Zundel, Phillip Lee, Kathy Ericksen, Dixon Eliason, Gerry Ogden, W. Mike Nielson, Faun Jackson, Ellen Starr, Howard Petersen, Jeff Lewis, Jami Carter, H. Kent Osborn, Kathy Petersen, Linda Turner, Judy Moore, Wendy King, Rowland Francom, Kathleen Rogers, Sherid Peterson, JoAnn Dahl, Sue Wardle, Susan Merrell.

Outcomes/Impact:

Bookmobile staff:

1. Understand that bookmobile service is the only library service some communities have.
 - a. Understand the communities the bookmobiles serve and use this information to build a collection.
 - b. Understand budget and how to explain it to library and commission.
 - c. Know school media and public librarians and work with them to provide dynamic library service.

- d. Identify where workflow may be improved.
2. Customers rate bookmobile service highly.

- Task 2.4.2: Partner with the Library of Congress, National Library Service, in providing services for the blind and disabled. Continue partnerships with other states in providing Braille service for patrons outside of Utah, full services for the blind and disabled to states like Wyoming, and continue the partnership with the Church of Jesus Christ of Latter-day Saints to provide materials to blind customers across the United States and Canada, who are registered with their Libraries for the Blind.

Activity 2.4.2.1: Work on an annual basis with current contracting states to provide Braille service or full-service, as specified. Encourage other states interested in the services provided by Utah to contract for service.

Activity 2.4.2.2: With the Division's Finance Manager, perform a cost analysis on an annual basis of the actual costs of the services being provided to all contracting partners.

Team/Person responsible:	Bessie Oakes (Team Leader), Béla Vastag, Karnell Parry, Julie Jones, Donna Jones Morris.
Time Frame:	On-going. Regarding the re-bidding of service contracts, the Multi-State Center West contract will be renegotiated in the next fiscal year (2005-2006). The Braille service contracts with the 19 states are renegotiated annually, as is the full service contract with Wyoming. The contract with the Church of Jesus Christ of Latter-day Saints is on an on-going basis.
Outcomes/Impact:	Provide great service to all patrons served, generate revenues for Utah, and help provide jobs for Utahns.

- Task 2.4.3: Partner with the Library of Congress, National Library Service, in the operation of the Multi-State Center West in providing backup services to the twenty-four western states, and full service for the unique Braille collection to all who request service, as per contract agreement with the Library of Congress.

Activity 2.4.3.1: Provide interlibrary loan service to U.S. citizens living abroad.

Activity 2.4.3.2: Provide interlibrary of cassette and Braille books to the 24 western states.

Activity 2.4.3.3: Provide equipment and parts to all states.

Activity 2.4.3.4: Provide materials such as catalogs, brochures, posters to the 24 western states.

Activity 2.4.3.5: Provide circulation of the special Braille collections to all those associated with libraries for the blind.

Team/Person responsible: Karnell Parry (Team Leader), Carolyn Sweeney, Craig Webb, Aaron Cederlof, LeRay Andreini, David Valentine.

Time Frame: On-going

Outcomes/impact: The 24 western states will have all materials, i.e. books or equipment, provided in a timely manner. On the annual survey conducted by Library of Congress, the Multi-State Center West will receive a satisfactory rating from all libraries surveyed.

- Task 2.4.4: The Library for the Blind and Disabled, as an integral part of the Utah State Library programs and activities, will partner with academic, public, school libraries, and government agencies, to provide access to information.

Activity 2.4.4.1: Attend library conferences, meetings, workshops and other related activities, which will give the Library for the Blind an opportunity to let people know of the services available to the blind library customers of the state.

Team/Person responsible: Bessie Oakes (Team Leader), Lisa Nelson, Sarah Pitkin, Krista Griffiths, Mike Sweeney, Scott Brooks.

Time Frame: On-going

Outcomes/Impact: By developing partnerships with public, academic, and school libraries and government agencies, better access will be provided for customers of the Library for the Blind, as well as potential customers of the program.

- Task 2.4.5: The Library for the Blind and Disabled will maintain a strong volunteer program that supports the activities of the program in the recording of local materials.

Activity 2.4.5.1: Following state guidelines for the use of volunteers, provide volunteers to help with projects, which will help staff complete projects and tasks.

Activity 2.4.5.2: Recruit volunteers by networking with other groups and individuals, along with the media.

Activity 2.4.5.3: Train volunteers on policies and procedures, with emphasis on desired outcomes

Activity 2.4.5.4: Keep all training manuals up-to-date.

Activity 2.4.5.5: Retain volunteers through an annual recognition dinner following state guidelines.

Activity 2.4.5.6: Maintain an accurate account of number of hours donated, projects completed, and other information requested by supervisor on the use of volunteer time.

Team/Person responsible: James Shulfer (Team Leader), Scott Brooks, Dennis Hall, Mike Brewer, Sharon Chalmers, Mary Percy, Michael Smith.

Time Frame:	On-going
Outcomes/Impact:	The volunteer program will help meet the needs of the USL by improving the quality of service provided to customers and other libraries or government agencies, and by helping staff to complete projects. The use of volunteers also translates into cost savings to the agencies and to taxpayers.

STRATEGY 2.5: Advance through the effective administration of the USL.

ACTION PLAN 2005-2006

- Task 2.5.1: Determine the needs of USL's clientele and develop programs to meet those needs.
 - Activity 2.5.1.1: Regularly assess through on-going consulting contacts, library networking and partnering relationships with community groups, the needs of various clientele.
 - Activity 2.5.1.2: Utilize the information gained through assessment to plan and develop services.

Team/Person Responsible:	Donna Jones Morris (Leader), Craig Neilson, Bessie Oakes, Douglas Abrams, Béla Vastag, Jeri Openshaw
Time Frame	Ongoing
Outcome:	USL's programs are responsive to the evolving needs of the Utah library community.

- Task 2.5.2 Utilize and develop the skills, abilities, and commitment of staff.
 - Activity 2.5.2.1: Promote a positive work environment, celebrate accomplishments, and reward excellence through achievement awards and other methods.
 - Activity 2.5.2.2: Empower each supervisor to improve the performance of staff in accomplishing the missions of the USL, DCC, and the State of Utah.
 - Activity 2.5.2.3: Recruit, hire, and train new staff members.
 - Activity 2.5.2.4: Invest in staff training for current employees.
 - Activity 2.5.2.5: Complete staff evaluations and ensure staff accountability.
 - Activity 2.5.2.6: Support staff contributions and fund-raising activities for Utah charities.
 - Activity 2.5.2.7: Encourage staff to use journals, books, and the Internet to update their professional knowledge, and to keep abreast of new library developments.
 - Activity 2.5.2.8: Encourage staff to participate in the Utah Library Association and other organizations.

Team/Person Responsible: Donna Jones Morris (Leader) Douglas Abrams, Bessie Oakes, Craig Neilson, Béla Vastag, Jeri Openshaw, Lisa Rogers, Bonnie Burley.

Time Frame On-going

Outcome: Staff members accomplish the USL mission by successfully completing the activities in this strategic plan.

- Task 2.5.3: Organize Division staff to support the effective completion of their work, and the accurate and timely reporting of their accomplishments.

Activity 2.5.3.1: Organize and assign staff to work in Teams, with specific service, data gathering and compilation, and reporting assignments.

Activity 2.5.3.2: Develop a calendar of regular reports required by state and federal agencies.

Activity 2.5.3.3: Develop a calendar of contracts required to meet USL mission.

Activity 2.5.3.4: Identify and assign tasks that can be accomplished best by outsourcing.

Activity 2.5.4.5: Empower each individual staff member to implement one new work-related practice that improves their USL job performance.

Team/Person Responsible: Donna Jones Morris (Leader) Douglas Abrams, Bessie Oakes, Craig Neilson, Béla Vastag, Jeri Openshaw, Lisa Rogers, Bonnie Burley.

Time Frame Ongoing

Outcome: Staff members accomplish the USL mission by successfully completing the activities in this strategic plan.

- Task 2.5.4: Effectively manage and structure the financial resources and procedures of the Division.

Activity 2.5.4.1: Hold monthly budget review meetings with Division Director and Managers to help the Division track expenses and remain within budget at year-end.

Activity 2.5.4.2: Analyze and audit current expenditures to identify cost savings and efficiencies.

Activity 2.5.4.3: Create a Library Contracts database that allows the Division to better manage our "inventory" of contracts, and to be more proactive in insuring that contract renewals take place in a timely manner.

Activity 2.5.4.4: Provide training to bookmobile staff on financial management, policies and procedures. Improve monthly budget reporting to bookmobile directors.

Activity 2.5.4.5: Create electronic reference tools that compile, and make accessible and searchable electronic listings of vendors, expenses, customer codes, and contract numbers, thus increasing the Division's efficiency when paying invoices and researching invoices already paid.

- Task 2.5.5: Effectively manage the maintenance of the building and its resources.

Activity 2.5.5.1: Working with DFCM staff, maintain the security of the building in identifying employees with ID cards and clearances.

Activity 2.5.5.2: Working with contracted janitorial services, maintain the physical aspects of the building on a daily basis.

Activity 2.5.5.3: Working with DFCM staff, monitor the general condition of the building with regard to physical condition, i.e. leaks, mechanical problems, and other general conditions of the building.

Activity 2.5.5.4: Maintain the satellite dishes and the sound system for conferences and for downloading of programs for the Radio Reading Service.

Activity 2.5.5.5: Working with Diamond Security and DFCM, maintain the security of the building and its employees.

Activity 2.5.5.6: Maintain the telephone system, keeping up-to-date on changes and troubles with the system.

Activity 2.5.5.7: Keep an up-to-date Disaster and Evacuation plan for emergencies.

Activity 2.5.5.8: Working with Division Services for the Blind and Visually Impaired, maintain a schedule for agencies scheduling meeting rooms in the building.

Activity 2.5.5.9: Working with Fleet Services, maintain the operation of all vehicles and gas cards assigned to USL.

Team Responsible:	Julie Jones (Team Leader), Scott Brooks, Pam Barringer, Debbie Reese, Bessie Oakes, Donna Jones Morris.
Time Frame:	On-going
Outcomes/Output:	USL building operations will run effectively and smoothly. USL resources will be kept in excellent condition, and any repairs or replacements will be made in a timely manner within budget constraints.

OBJECTIVE 3: *Promote the services, activities, and value to the community of Utah's public, academic, and school libraries, the Utah State Library, and their partners from local, state, and federal governments.*

STRATEGY 3.1: Working through the Department PIO, utilize the media (television and radio), newsletters (online and hardcopy), websites, annual reports and brochures to promote public awareness of library services in Utah.

VISION: Marketing Library Outreach is not just about "outreach" services. Our society is undergoing rapid, sweeping changes. In order to meet the changing and

growing needs of our communities, it is becoming basic to reach out beyond our walls and make library services not only accessible, but also relevant to diverse populations. Library services must be shaped not just by our professional perceptions but by "customer-focused" planning in partnership with all DCC programs that goes beyond the traditional realm of what we have offered in the past, and far beyond the customers we have offered it to before.

ACTION PLAN 2005-2006

- Task 3.1.1: Work collaboratively with the Governor's Office, legislature, and the Department of Community and Culture (DCC) on positive marketing and PR projects that affect the state in order to keep libraries and library services in the forefront of the public and legislative agenda on an on-going, regular basis.

Activity 3.1.1.1: Work through DCC PIO to provide positive media exposure for the Division.

Team/Person Responsible:	Jeri Openshaw
Time Frame	On-going
Outcome:	Create awareness of the benefits of library services.

- Task 3.1.2: Continue to prepare and distribute reports and brochures highlighting USL activities and productivity within the library community.

Activity 3.1.2.1: The USL begins development of a strategic marketing plan for the USL by 14 to be developed on an ongoing basis.

Activity 3.1.2.2: Work together with DCC and other agencies to implement the Strategic Marketing Plan. Incorporate team efforts with the Department and other agencies when possible. Communicate regularly with the Department to share ideas and projects, with frequent contact to ensure clarity and accurate communication.

Activity 3.1.2.3: Work with Division / Department Web Team to keep the USL's web content fresh, current, and user friendly.

Activity 3.1.2.4: Compile USL data and information for Division and Department Annual Report.

Activity 3.1.2.5: Monitor compliance of PR documents and press releases with Department Media Protocol/Policy to ensure conformity with GRAMA.

Activity 3.1.2.6: In cooperation with Department PIO, disseminate information by way of: news releases (3 to 5 per quarter on an ongoing basis), annual reports and testimonials – quarterly, online newsletter constantly updated/hardcopy on quarterly basis, website / streaming video and audio /, training / workshops / outreach / speaking engagements - as needed, produce radio and television public service announcements (PSA) , newspaper and magazines, PowerPoint presentations as needed to support outreach programs, flyers, brochures, postcards, trade shows and exhibits when opportunities arise, interview shows.

Team/Person Responsible:	Jeri Openshaw, and library staff
Time Frame:	On-going
Outcomes:	

- Task 3.1.3: Establish and use communications channels to provide the public with information about *Public PIONEER*.

Activity 3.1.3.1: Continue to work with *Pioneer K-12* (UEN) and *Academic Pioneer* on a *GO Pioneer!* advocacy training campaign, and the *PIONEER* 10th anniversary in April 2006

Activity 3.1.3.2: Update tutorial CD by fall 2005

Activity 3.1.3.3: Develop and schedule *Public PIONEER* training sessions for the new Governor's Office of Economic Development (GOED) and other agencies.

Team / Persons Responsible:	Jeri Openshaw, Craig Neilson, Pat Montgomery
Time Frame:	On-going
Outcome:	Increased awareness and usage of <i>Public PIONEER</i> (http://pioneer.utah.gov)

- Task 3.1.4: Conduct an effective outreach program with media ads, mailing brochures to agencies and associations serving people with disabilities who qualify for library services to the blind and disabled.

Activity 3.1.4.1: On an on-going basis run media ads on aspects of the library service in order to increase the readership of the library.

Activity 3.1.4.2: Develop new brochures as needed

Activity 3.1.4.3: Mailings to optometrist and ophthalmologists in Utah with new brochures and applications forms.

Activity 3.1.4.4: Monitor results of multimedia campaign that includes TV, radio, and newspaper beyond July 2005.

Activity 3.1.4.5: Conduct 1/2 Hour interviews on the Radio Reading Service weekly; look for new opportunities.

Activity 3.1.4.6: Monitor the number of applications for services and new patrons per month to determine if there is an increase during times media ads are run, or after mailings.

Team/Person Responsible:	Jeri Openshaw, Krista Griffiths, Bessie Oakes, Dennis Hall
Time Frame:	On-going
Outcome:	Increased awareness of the services offered by the Library for the Blind and Disabled.

STRATEGY 3.2: Expand the available statistical resources used to plan, evaluate, and promote library services with government officials. Train librarians and trustees in the consistent and effective use of these resources.

ACTION PLAN 2005-2006

- Task 3.2.1: Complete Data Collection for local, state and federal library reports and for the Utah library community.

Activity 3.2.1.1: Beginning July 2005 review all data collection documents, change dates and other information as needed.

Activity 3.2.1.2: Provide updated changes to Bibliostat Collect (Baker & Taylor) team. Test software during August & September.

Activity 3.2.1.3: Copy documents and prepare packet for city libraries and when sign-off Bibliostat software, mail packet by October 1st.

Activity 3.2.1.4: Prepare second packet for county libraries to be send early in 2006. Mail to county bookmobile libraries belonging to a system first, with instructions to mail copy's to State Library as well as their system director. About February 1st mail packets to remaining county libraries and library systems.

Activity 3.2.1.5: Compile and complete by the established deadline State Library Agency Report (10 January 2006), and Federal / State Cooperative System (FSCS) report (1 June 2006).

Activity 3.2.1.6: Train librarians and trustees in the consistent and effective use of these resources to promote the library services they provide.

Time Frame:

Data collection cycle: cities October to November 2005, counties February to March 2006.

Outcomes/Impact:

Utah Librarians actively collect and report their program statistics to the USL. They seldom, however, use them to show their own local officials how they are performing. The goal of strategy 3.2 is to strengthen the data gathering process, provide methods for comparing data, and train librarians operating public libraries to use these figures effectively to support library service.

- Task 3.2.2: Make comprehensive information about Utah public libraries available to the Utah library community.
 - Activity 3.2.2.1: Develop the Public Library Information Exchange to provide details of public library activity via the Division website.

Team/Person responsible:

Craig Neilson (team leader), Division IT Staff, Douglas Abrams, and Donna Jones Morris.

Time Frame:

October 2005

Outcome:

Libraries can substantiate their needs by easily accessing information about other libraries.

STRATEGY 3.3: Build and support effective organizational structures, relationships, and resources that can be used to better promote and advocate for library services statewide.

ACTION PLAN 2005-2006

- Task 3.3.1: Support and Cooperate with DCC and other agencies.
 Activity 3.3.1.1: Provide regular reports (weekly, monthly, quarterly, and annually) about USL activities.
 Activity 3.3.1.2: Partner with all Divisions and Offices of DCC to accomplish Department and USL strategic plans.

Team/ Person Responsible: Donna Jones Morris (Leader), Douglas Abrams, Bessie Oakes, Craig Neilson, Béla Vastag, Jeri Openshaw, Lisa Rogers.

Time Frame: On-going

Outcome: Accountability for the expenditure of public dollars, and the performance of public responsibilities.

- Task 3.3.2: Build an expanded role for members of the State Library Board as advocates of library service statewide.

Activity 3.3.2.1:

Activity 3.3.2.2:

Activity 3.3.2.3:

Team/Person responsible: Kevin Ash (Team Leader), Carolyn Bessey, Karen Brown, Terry Ann Harward, Christine Kearn, Wayne Peay, Lee Robinson, Charles Swallow, Jessica Van Buren, Donna Jones Morris.

Time frame: On-going.

Outcomes/Impact: Increased visibility and influence of libraries and library services in public policy venues, and in the public mind.

- Task 3.3.3: Actively participate in and/or provide leadership for the Utah Library Association, the Utah Library Education Media Association, the Utah Academic Library Consortium, the Utah Library Media Supervisors, the Utah Cultural Alliance, the Utah Library Advocacy Network, the Metropolitan Library Directors, the Utah Education Network, the Library of Congress National Library Service, the Utah Humanities Council, the Institute of Museum and Library Services, and other organizations.
 Activity 3.3.3.1: USL staff will be involved as participants and leaders in these and other organizations.

Team/Person Responsible: Donna Jones Morris (Leader) Douglas Abrams, Bessie Oakes, Craig Neilson, Béla Vastag, Jeri Openshaw, Jane Smith, and Lisa Rogers.

Time Frame: On-going

Outcome: The Utah State Library will benefit from its work with these organizations, and these organizations will benefit from USL staff expertise and commitment.

Task 3.3.4: Support library advocacy groups.

Activity 3.3.4.1: Regularly participate in legislative activities, including those of the Utah Library Association, Utah Library Education Media Association, Utah Academic Library Consortium, Utah Library Media Supervisors, Utah Cultural Alliance, and Utah Library Advocacy Network.

Team/Person Responsible: Donna Jones Morris (Leader) Douglas Abrams, Bessie Oakes, Craig Neilson, Béla Vastag, Jeri Openshaw, Lisa Rogers.

Time Frame: On-going

Outcome: USL provides a leadership role in ensuring that libraries' agendas are promoted.

- Task 3.3.5: Foster and support the Utah Library Association Trustees and Friends Roundtable.

Activity 3.3.5.1: Work with the Officers to organize and develop this newly established roundtable.

Activity 3.3.5.2: Work with the Officers to ensure roundtable programs.

Team/ Person Responsibility: Donna Jones Morris (leader) and all staff.

Time Frame: Ongoing

Outcomes/Impact: Increased knowledge base for Library Trustees and Friends, who are active in ULA.

- Task 3.3.6: Building on a preliminary study completed in 2005, organize and support a formal study identifying and establishing the economic impact of Utah's libraries in our economy.

Activity 3.3.6.1: Work with State Librarian and Library Directors statewide to assess and to build commitment for the project.

Activity 3.3.6.2: Work with Utah Division of Purchasing to complete the formal Request-for-Proposal process, including the contracting with a project team.

Activity 3.3.6.3: With State Librarian and Project Steering Committee oversee the study process.

Activity 3.3.6.4: With State Librarian and Project Steering Committee oversee the use of the study results to inform officials and other public persons statewide of the economic impact of libraries.

Team / Person Responsible:	Douglas Abrams (Team Leader), Donna Jones Morris, members of the Utah library community.
Time Frame:	On-going.
Outcome:	Demonstration of the economic benefits of libraries to those responsible for their funding.

Extended Vision

The USL's services meet the expectations of public libraries by providing leadership and support in many areas. As a traditional library is grounded in service, the USL embodies an even higher level of service that reaches to every corner of the State and beyond. State statutes are flexible enough to allow for the provision of new services to meet the challenges of the 21st century. Specifically, the USL strives to provide legislatively mandated core services in our mission statement, vision statement, and strategic objectives, including maintaining Braille, large print, and audio materials, maintaining a collection and an online library catalog; providing cataloging, inter-library loan, and reference services; providing extension services such as bookmobiles, Web Site, and *Public PIONEER*; maintaining a state publications depository system and online government information (*gilsUtah!*); providing reference services to government agencies and librarians; and library governance support to local library boards.

As the USL, we are in a position to cooperate with others to facilitate public access to government information, to cooperate with other local, state, and national libraries, and other agencies; and to cooperate with the federal government in accepting federal aid for library services. The USL supports the commitment of local governments to library services by fostering principled library governance relationships established under the law, by administering statewide public library service standards, by distributing grants to public libraries that meet those standards, and by distributing other grants to public, school, academic, and special libraries. We are the library authority for Utah.

With the USL's Action Plan 2005-2006 the bar has been raised to establish a new foundation for the future. In order to meet the changing and growing needs of our communities, we are reaching out beyond our walls to make library services not only accessible, but also relevant to diverse populations. Library services must be shaped not just by our professional perceptions, but by "customer/patron-focused" planning that goes beyond the traditional realm of what we have offered in the past. Strategic Plan 2006 includes activities to develop a statewide library advocacy network; enhanced electronic services to all types of information, but especially Utah government information; utilizes electronics to enhance work flow and communication; works closely with librarians in all libraries within our state borders; and supports all library activities required for the daily operation and administration of a public library; enhances library service via satellite on bookmobiles in rural counties; reaches out to other state agencies to support access to

government; and provides for digitizing materials for the blind. Within the Plan tasks relate to every individual working in the Division. Every employee has a part and contributes to the operation of the USL.

Assumptions Guiding the Strategic Planning Process

The annual 2005-2006 Action Plan of the USL's Five-Year Strategic Plan for 2005-2009 was developed through the Spring of 2005, with full involvement of the planning staff of the Department of Community and Culture (DCC), and the Utah State Library Board.

1. Organizational planning is a process, not an end in itself. In order to respond effectively to our changing organizational environment, and the evolving needs of our various constituencies, this plan will be dynamic. There will be continuing revision of the Tasks and Activities of the plan as needed in order to reflect current priorities and practice within the Annual Action Plan.
2. The budget of the USL will continue to be funded at essentially its current level, with no large reductions, and with some increases to meet specific needs identified in the plan.
3. The basic library service provided by Utah's public, school, academic, and special libraries is the responsibility of Utah's local governments, school districts, institutions of higher education, and other sponsoring institutions and agencies, and is governed and funded through the organizational and budget channels of each of these three library constituencies.
4. The definition of Tasks and Activities has drawn upon previous needs assessments. The organizational Objectives, Strategies, and Tasks are grouped and presented in a non-traditional way that is intended to encourage and support integrated and collaborative approaches by staff across budget program lines. Action plans under specific tasks are intended to designate roles and responsibilities for each individual in the organization, and will be reviewed and updated annually according to departmental deadlines.

Glossary

ANSI/NISO Z39.85 -2001 - Standard set by the National Information Standards Organization that defines the content of Dublin Core Metadata (http://www.niso.org/standards/standard_detail.cfm?std_id=725).

CatExpress - a web-based cataloging service for small libraries, provided by OCLC.

Contribute - Web authoring software (see Dreamweaver).

Customer – any person or organization that uses or benefits from the services of the Utah State Library.

DCC - Department of Community and Culture, USL's parent agency. Formerly, Department of Community and Economic Development.

DSpace - software used for archiving digital documents (www.dspace.org).

Dreamweaver - Web authoring software (<http://www.macromedia.com/software/dreamweaver/>).

Dublin Core - a web standard for metadata (<http://dublincore.org/>)

FSCS – Federal / State Cooperative System; federal agency responsible for coordinating the collection and publication of annual public library statistics; sub-agency of the National Center for Education Statistics (NCES).

GILS – (Government Information Locator Service) the general name given to efforts of the federal and state governments to increase public access to government information. The USL has created *gilsUtah!*, a government information locator service for the State of Utah.

ILL - InterLibrary Loan.

ILLiad - InterLibrary loan management software from OCLC (<http://www.oclc.org/illiad/>).
Horizon - the commercial brand of library catalog used by the Utah State Library, a product of dynix (<http://www.dynix.com>).

IP - Internet Protocol, web addresses.

KVK – (Karlsruhe Virtuel Katalog) multi-catalog search technology remotely hosted at the University of Karlsruhe, Karlsruhe, Germany.

Lender Support Program - a project of the Utah State Library to provide financial incentive to Utah libraries to loan materials to other Utah libraries (<http://library.utah.gov/lendersupport.html>).

LSTA - (Library Services and Technology Act) Federal Funding Program for libraries (http://www.ims.gov/grants/library/lib_gsla.asp).

Macromedia Flash - web design tools to provide animation and graphics (<http://www.macromedia.com/software/flash/>).

Metadata - Data about data, information that describes and / or summarizes another piece of information. Generally used to describe descriptive data about digital objects (such as web pages, digital photographs, etc.).

NCES – National Center for Education Statistics; federal agency responsible for coordinating the collection and publication of annual education statistics; parent-agency of the Federal / State Cooperative System (FSCS), which collects public library statistics.

OCLC - membership organization of libraries around the world, providing support services to support resource sharing, information preservation, training, cataloging, and other library activities. (<http://www.oclc.org>).

Public PIONEER – online library of commercial (Premium) databases, government information, and other free Internet resources organized and maintained by the Utah State Library.

Remote Patron Authentication (RPA) - a method of controlling access to contracted databases, limiting access to authorized persons.

RFP - Request for Proposal, a purchasing process.

RSS – (Really Simple Syndication) an Internet format for syndicating content across the web. RSS allows a web developer to publish content on its website in a format that a computer program can easily understand and digest. This allows users to easily repackage the content on their own websites or blogs, or privately on their own computers.

Special Formats – Materials other than regular print, such as large print books, Braille books, books-on-tape, descriptive video.

UDC – Utah Department of Corrections.

UDOT - Utah Department of Transportation.

ULAN – Utah Library Advocacy Network; an organization dedicated to furthering, advocating for, and promoting libraries throughout the State of Utah and beyond through promotion, marketing, and legislative interaction. Members are library trustees, Friends, librarians and library staff, policy makers, and legislators.

USL – Utah State Library, a component Division of the Utah Department of Community and Culture.